Langley Research Center

Center Program Management Council (CPMC) Reviews for Langley Research Center (LaRC) Programs and Projects

National Aeronautics and Space Administration

Responsible Office: Office of the Director

Preface

P.1   PURPOSE

This directive sets forth the criteria and responsibilities for the review of Langley Research Center (LaRC) programs and projects by the Center Program Management Council (CPMC). The official charter, chairmanship, and membership of the Center Program Management Council are established per LAPD 1150.2 "Boards, Panels, Committees, Councils, and Teams". Per LAPD 1150.2, the CPMC exists to provide a forum for LaRC management to review and assess program and project progress and issues, to facilitate management decisions and recommendations, to identify systemic Center issues and problems requiring corrective action, to monitor Center commitments, and to assess the readiness of programs and projects to enter implementation or to proceed with major events, such as a confirmation review, shipping of major deliverables or readiness for flight operations.

The CPMC conducts the following types of program and project reviews as covered by this directive:

a.   Executive Control Gate Reviews

b.   Periodic Progress Reviews

c.   Special Purpose Reviews

The primary objective of the above reviews is to enhance the probability of success of LaRC programs and projects. These reviews do not relieve the LaRC organization to which the project is assigned of the responsibility for the success of the project. The reviews will cover the technical, cost, schedule and risk aspects of the project.

P.2   APPLICABILITY

This directive applies to LaRC programs and projects meeting the criteria of Chapter 1.

The requirements of this directive do not supersede other reviews imposed by NASA Headquarters, the NASA PMC, nor replace the scientific and technical reviews conducted by LaRC organizations or committees such as:

a.   The Executive Safety Board Reviews (see LAPD 1150.2).

b.   Program and Project Reviews (such as those identified under LMS-CP-5505, "Flight Project and Experiments Review Planning and Implementation in accordance with NPG 7120.5A").

c.   Periodic Line Organization Reviews.

P.3   AUTHORITY

None

P.4   REFERENCES

a.   NPD 7120.4, "Program/Project Management."

b.   NPG 7120.5, "Program and Project Management Processes and Requirements."

c.   LAPD 1150.2, "Boards, Panels, Committees, Councils, and Teams."

d.   LMS-CP-2302, "Corrective, Preventive and Improvement (CPI) Action Analysis, Planning, Implementation and Follow-up,"

e.   LMS-CP-5505, "Flight Project and Experiments Review Planning and Implementation in accordance with NPG 7120.5A."

f.   LMS-CP-1902, "Proposal-Based New Business Development."

P.5   CANCELLATION

None

Delma C. Freeman, Jr.
Acting Director

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CHAPTER 1

1.   CRITERIA

The criteria stated herein are the minimum requirements for CPMC reviews of the management and technical aspects of LaRC programs and projects as follows:

a.   Space Flight or Exploration Projects

b.   Aeronautics Demonstration Projects (hardware or flight)

c.   Aeronautics Programs

(1)   Langley-led programs

(2)   Langley-led projects or activities making significant contributions to programs led by other Centers

d.   Any other funded, finite length activity with a schedule, milestones, resources, and deliverables, with any of the following attributes as determined by the CPMC:

(1)   High scrutiny from stakeholders, partners or customers

(2)   High risk or impact of failure

(3)   High political or Center importance

Individual programs or projects meeting the criteria above may be exempted from CPMC review. The Chair of the CPMC is the final authority for requiring or exempting any LaRC program or project to/from periodic CPMC review.

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CHAPTER 2

2.   RESPONSIBILITIES

The CPMC chairmanship, membership and charter are defined in LAPD 1150.2.

a.   Chair

(1)   Appoint Council members.

(2)   Act as approving authority for CPMC recommendations and actions.

(3)   Establish the objective(s), review content, attendees, and schedule for all Special Reviews

b.   Executive Secretary

(1)   Schedule CPMC reviews.

(2)   Record and maintain minutes and official records of CPMC reviews.

(3)   Communicate, record, control, and status CPMC action items.

(4)   Provide and maintain CPMC presentation requirements.

(5)   Maintain a list of programs and projects subject to CPMC review.

c.   Council Members

(1)   Participate in CPMC reviews.

(2)   Recommend and review action items.

d.   Program/Project Manager

(1)   Present accurate and timely information clearly communicating program/project status and risks.

(2)   Schedule Executive Control Gate reviews through the executive secretary.

(3)   Ensure assigned action items are pursued to closure.

e.   Line Management

(1)   Ensure assigned action items are pursued to closure.

CHAPTER 3

3.   **GENERAL REQUIREMENTS**

a.   **Review Requirements**

(1)   Executive Control Gate Reviews and Periodic Progress Reviews are provided as part of the NPG 7120.5, "Program and Project Management Processes and Requirements," evaluation sub-process concurrent with the program/project formulation and implementation sub-processes. The Program Commitment Agreement (PCA) and/or Program/Project Plan will identify these as required reviews.

(2)   All programs will have a PCA and a Program Plan per NPG 7120.5. LaRC will not have Center-level PCA's, except in the case of Center internally funded projects. Center internally funded projects will have a document that provides funding commitment for the activity from Center Management to the organization responsible for the project.

b.   **Notification**

(1)   Notification of a review is by communication from the Executive Secretary to the appropriate distribution, identifying:

(a)   Review objectives.
(b)   Date, time, and place.
(c)   Review attendees.
(d)   Tentative agenda with allotted times.

c.   **Action Items**

(1)   Issues and questions, which cannot be readily addressed at the review, shall be captured as an action item and assigned, with a due date, to an appropriate individual. Action item assignees shall send responses to the Executive Secretary for logging and routing prior to the specified due date. Closure of the action item requires the review (acceptance or rejection of response) by the CPMC and approval of the CPMC Chair.

(2)   The action item assignee's line management is responsible for assuring the resolution of action items.

(3)   Systemic issues (those which affect multiple programs and projects), issues related to existing LMS procedures, or issues that suggest the creation of a new procedure shall be entered into the LMS CAPTRACS (LMS-CP-2302, "Corrective, Preventive and Improvement (CPI) Action Analysis, Planning, Implementation and Follow-up") system for action, tracking and disposition.

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d.   Minutes

(1)   Minutes of each review, including action items, shall be distributed by the Executive Secretary to all CPMC members, appropriate program/project managers and their line management/organizational heads.

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CHAPTER 4

4.   **REVIEW DESCRIPTIONS**

a.   **Executive Control Gate Review**

(1)   Objective

(a)   To assess the readiness of a program or project to enter the implementation phase or to proceed with major events, such as a confirmation review, shipping of major deliverables or readiness for flight operations.

(2)   Review Content

(a)   A review template shall be provided by the Executive Secretary.
(b)   Inputs to review are the summaries, findings and recommendations from the Program/Project Review(s) and Independent Review(s) immediately preceding the Executive Control Gate. Chairs of these reviews shall be the presenters at the Executive Control Gate Review.
(c)   The Executive Control Gate Review output is comprised of (1) the CPMC recommendation for a program/project to proceed or not to proceed, and (2) findings and action items. The final CPMC recommendation is approved by the Chair.

(3)   Attendees

(a)   All CPMC Members.
(b)   Project Technical Review Chair and supporting team member(s), as needed.
(c)   Independent Review Team Chair and supporting team member(s), as needed.
(d)   Program/Project Manager(s).
(e)   Program/Project Manager Line Management.

(4)   Scheduling

(a)   The Executive Secretary is responsible for setting a desired review date based on a request from the program/project. The request must allow sufficient time for orderly scheduling and preparation. A tentative agenda, with allotted times, will accompany the request. The Executive Control Gate Review shall be conducted prior to the release of final commitment documents to the governing Program Offices or other external review bodies or approving officials.

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b.   Periodic Progress Review

(1)   Objectives

(a)   Ensure Senior Management is regularly informed of program/project progress and issues, so as to provide sufficient time to formulate strategy, define corrective actions, and/or provide assistance for issues beyond the direct control of the program or project.
(b)   Facilitate LaRC management decisions, actions, and recommendations relative to LaRC programs and projects.
(c)   Facilitate the identification of systemic Center policies and issues needing corrective, preventive, or improvement actions.
(d)   Monitor Center commitments with regard to planned, required, and actual costs and workforce.

(2)   Review Content

(a)   A review template shall be provided by the Executive Secretary.
(b)   All program/project baseline changes shall be presented to the LaRC CPMC for concurrence/approval prior to release to the cognizant Program Office, Lead Center, NASA PMC, or other external review body or approving official. The baseline to be used for all reviews will be the current signed program/project plan.

(3)   Attendees

(a)   All CPMC Members
(b)   Applicable Program/Project Managers and supporting program/project Team member(s).
(c)   Program/Project Manager Line Management.

(4)   Scheduling

(a)   The Executive Secretary is responsible for developing an annual review schedule and shall issue an agenda, identifying reporting programs/projects and allotted times, prior to each review.

c.   Special Purpose Review

(1)   The Chairperson may establish other special purpose reviews (e.g. Termination Review) to supplement the above reviews, as required. Requests for special purpose reviews may come to the CPMC from customers or line organizations. These reviews may address a specific program/project threshold change, issue or concern with the output being a specific action for Center management approval. The CPMC Chair shall establish the objective(s), review content, attendees, and schedule.

5.   DEFINITIONS

a.   The Executive Control Gate Approval Sub-process – The process by which a Program/Project is approved to go to the next level of planning as a sanctioned effort by the Center

b.   Evaluation Subprocess - An independent assessment of the continuing ability of the program or project to meet its technical and programmatic commitments

c.   Executive Control Gate – The review and approval of all program and projects prior to formal program submittal, or the approval of programs or projects to proceed with major events, such proceeding to a confirmation review, shipping of major deliverables, or readiness for flight operations.

d.   Formulation Subprocess - Defines an affordable program concept and plan to meet mission objectives or technology goals specified

e.   Implementation Subprocess - Delivers program and project products and capabilities, within approved resources, that meet the needs of the customer community.

f.   Independent Program/Project Review – The evaluation of the cost, schedule, and technical execution against corresponding baselines contained in control documents by an individual or board not affiliated with the program or project.

g.   Program - An activity within an Enterprise having defined goals, objectives, requirements, funding, and consisting of one or more projects, reporting to the NASA PMC, unless delegated to a GPMC.

h.   Program Commitments Agreement - The contract between the Administrator and the responsible Enterprise Associate Administrator for implementation of a program

i.   Program/Project Plan - The document that establishes the overall baseline for implementation as well as the agreements among the Enterprise Associate Administrator, Center Directors, and Program/Project manager.

j.   Program/Project Reviews - An analysis of the status of the commitments (performance, cost, and schedule) in a PCA and Program/Project Plans as compared to the program/project baseline and established thresholds.

l.   Project - An activity designated by a program and characterized as having defined goals, objectives, requirements, Life Cycle Costs, a beginning, and an end.

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m.   Project/Experiment Initiative Review (PEIR) - Review of new projects or experiments to provide guidance to the Center Director on the adequacy of the proposed resources and the ability of the Center to supply those resources if the proposal is selected. – See LMS-CP-1902, "Proposal-Based New Business Development."

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